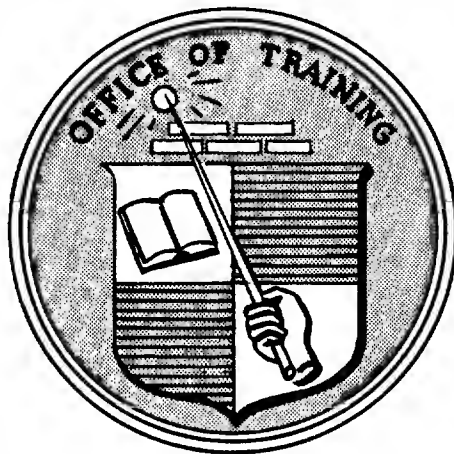


# OFFICE OF TRAINING BULLETIN

NUMBER 43

OCTOBER 1958



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# The Bulletin Board

## LANGUAGE TAPES AVAILABLE FOR TESTING BASIC AURAL COMPREHENSION

At the request of an Area Division, the Assessment and Evaluation Staff of OTR has recently developed a test to determine an individual's ability to comprehend simple verbal instructions in a given language. Results have indicated that the test will be a useful device for the selection of individuals whose language comprehension is sufficiently good to permit them to receive training instruction. This test does not measure reading or writing skills, but is designed for use in specific situations involving ability to comprehend spoken languages. It has no relationship to the Agency's language aptitude and proficiency tests which are administered at headquarters for staff employees, and it should not be confused with them.

The test is given by means of a tape recording. It takes about thirty minutes to complete and score, and does not require the administrator to know the language in question. The test consists of a booklet containing 75 sets of pictures, four pictures to a set. The subject must identify the picture in each set referred to by the voice speaking on the tape. The same test booklets are used for a variety of languages as the pictures are of activities generally applicable to many cultural areas.

Tests are now available in English, German, Russian, Latvian, Estonian, and Ukrainian. A&E can make tapes available in a variety of languages. Requests for these tests should state the language needed and the tape speed wanted. The only requirements on the user are that, where possible, the individual who is to administer the tests be briefed by a member of the A&E Staff, and that the results of the tests be sent to A&E so that research in this field can continue.

## VOLUNTARY LANGUAGE TRIMESTER BEGINS IN JANUARY

Before and after-duty classes continue to attract hundreds of Agency employees. Their current instruction will continue until 19 December. After the Christmas - New Year Holiday, the sixth trimester will begin; this, on 7 January 1959.

Those who plan to enroll should know that a class in a foreign language will be organized only after a minimum of five applicants have indicated their intention to study a language. Registration information can be obtained by calling extension 4005.

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**ARTHUR S. FLEMMING  
AWARDS FOR OUTSTANDING  
FEDERAL GOVERNMENT EMPLOYEES**

On 19 February 1959, the Arthur S. Fleming Awards will be presented to ten young men in the Federal Government who have distinguished themselves in the technical or scientific fields or in administrative and executive activity.

This awards program is sponsored by the Junior Chamber of Commerce of Washington, D. C. for the multiple purposes of giving recognition to outstanding men in Government, for attracting capable men to Federal service, and particularly, for increasing appreciation of our form of government, its responsibilities and opportunities.

Any male civilian, officer, or employee of the Executive Branch of the United States Government who will not be forty years of age before 1 January 1959, is eligible for nomination. Nominations must be forwarded for evaluation before 1 December 1958.

Further details are contained in a brochure that is available for review in the Information Branch/Registrar Staff/OTR, 2605 Quarters Eye.

**CHANGES IN SCHEDULED OTR EXHIBITS**

The Support Exhibit, originally scheduled Wednesday, 29 October, has been canceled. The Intelligence Products Exhibit, originally announced for Thursday, 30 October, will be held instead, on Wednesday, 29 October, from 1330 to 1600 hours. Representatives of the USIB have been invited to this exhibit.

**COURSE IN THEORY OF  
BUDGETARY TECHNIQUES  
TO BE GIVEN BY O/COMPTROLLER**

The Office of the Comptroller has scheduled its in-service course in Theory of Budgetary Techniques on Tuesday and Friday (except 28 Nov) of each week from 14 Nov-12 Dec 1958. It will be given at headquarters; the room in which it will be held will be announced later.

The course is part of the Financial Management Improvement Program developed by CIA and its objective is to give students general guides which may be used in the solution of advanced problems and used in the development of internal budgetary systems.

Applications for registration should be directed to Mr. [REDACTED] Room 1039 Alcott Hall, extension 4454.

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**CLERICAL SKILLS QUALIFICATIONS TESTS  
SCHEDULED FOR NOVEMBER**

Tests in shorthand and typewriting for employees required to meet Agency standards will be held:

Monday, 17 November	
Typewriting	1315 hours
Shorthand	1400 hours

They are given in Room 508 1016 16th Street, N. W. Supervisors who wish to register their employees for the tests should do so through the Personnel Placement Officers.

The Office of Training has a Clerical Refresher Program in which the different levels of shorthand and typewriting are taught. Employees who do not qualify at the Agency's level may be enrolled in one of the scheduled programs.

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CIA INTERNAL USE ONLYWIDER RANGE OF ARTICLES  
IN CURRENT STUDIES IN INTELLIGENCE

Readers will find that the current (Summer 1958) issue of the Studies incorporates a number of their own suggestions made through the medium of a questionnaire circulated early this year. Briefer articles, a wider range of subjects, practical articles, more unclassified articles separately bound, information on authors, short summaries, running titles, subtitles, and a sort of "letters-to-the-editor" section are all reader-ideas which the editors have adopted. The issue contains much that makes good reading for a wide audience - the development of CIA's top generalists, a debate on the fundamental approach to overseas operations, an extraordinary analysis of interrogation techniques, a behind-the-scenes picture of the [REDACTED] program, and the story of the Polish Home Army's intelligence operations. It also has grist for specialists in document storage, nuclear weapons effects, psychological problems, Soviet area collection activities, radio monitoring, intelligence in the Civil War, and Soviet political analysis.

The Studies is sponsored by the Office of Training for the benefit of the intelligence community, not as a training device but as a brewing-pot for the mingling and development of ideas, much as any professional journal may be sponsored by a university prominent in a particular professional field. OTR instructors find many of the articles useful in the classroom or in collateral reading assignments, but here too, their value lies less in the presentation of facts and approved doctrine than in the stimulation of new thinking among instructors and students alike. All alert intelligence pro-

fessionals have new approaches they have engineered, issues on which they disagree with accepted doctrine, or have knowledge of intriguing operations of which the community as a whole is only half aware. In the Studies, OTR furnishes a meeting-hall in which these things can be brought to light and thought out, discussed, and debated. Many who are relatively new in intelligence work or who have been too much confined in one of its compartmented cells will find the Studies refreshing orientive reading.

These are the purposes of Studies in Intelligence, purposes which it is fulfilling ever more satisfactorily, because of increasing participation of its reading audience. Its continued progress and future quality depend acutely on this participation, on a flow of spontaneous contributions from all over the community. Those who have done fresh thinking about intelligence methods or aspects of the ideology, or history of intelligence will find it a profitable and satisfying exercise to communicate their ideas to fellow-professionals through this medium.

CURRENT INTELLIGENCE BRIEFINGS

The Office of Training invites Agency personnel to half-hour briefings on the current world situation, presented every Friday from 1230 to 1300 hours in the Auditorium of R & S Building.

The briefings cover situations in various countries and areas, and important developments of the preceding week. Their classification is SECRET.

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DCI AND IG ADDRESS  
JUNIOR OFFICERS

Mr. Allen W. Dulles and Mr. Lyman B. Kirkpatrick joined Mr. Matthew Baird on Friday afternoon, 3 October, in 117 Central Building, in OTR's formal welcome to a new group of Junior Officers. These JOs will receive two years of training preparatory to their assignments to Offices of the Agency.

Each of the three men addressed the group and stressed particularly, the JOs' responsibilities with respect to their training, their future assignments, the needs of the Agency, and their development of personal qualifications necessary to a productive career in CIA.

Mr. Baird, after explaining how the Junior Officer Training Program came into being, outlined the new training program, told them what to expect from it, and in return, what is expected of them as careerists in the Agency. Emphasis on the importance of intensive work during the next two years was given by the way of his summary of phases of training received by the JOTs' counterparts in the Russian Intelligence Service.

Mr. Dulles told the group of how his post-war years as a lawyer were interrupted by a request, in 1948, from Mr. Truman to direct a committee in a study of CIA's first year in action. This assignment led directly to his reentry into active intelligence work - work that he has never ceased to love or that for him, has never lost its fascination and challenge.

He recalled an incident from his days in the OSS that pointed up particularly, the place of communication, understanding, and knowledge in the intelligence business, and he ex-

pressed his hope to ever remind the intelligence officer of the significance of these, by having inscribed on the facade of the Agency's new building a quotation from the Bible, "Ye shall know the truth, and the truth shall make you free."

He concluded his remarks by referring to Toynbee's theory of challenge and response as a caution to the JOs that only persons and nations that have responded to challenge have realized success.

Mr. Kirkpatrick rounded out the afternoon's program with detailed support to ten attributes he considers essential in the intelligence officer who must meet the challenge of collecting and producing information vital to decision on national policy. He gave primary consideration to two: knowledge of and a desire to understand people, and self-expression. Then, and in no preferred order, he showed how judgment, energy, curiosity, imagination, balance, openmindedness, flexibility, and thoroughness fitted into his pattern of a CIA intelligence officer.

These qualities are not considered requirements solely for the intelligence officer who is overseas and who is working directly with the native population in a foreign country; they belong just as essentially to the intelligence officer at headquarters who is evaluating collected information or who is administering logistical support to operations in the field. Taking them singly or in combination, he directed each JOT to consider these attributes in relation to his own career in CIA - what he would like to do, and, what he can do best for the Agency.

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## AREA TRAINING

Applications for part-time area training should be submitted to Registrar/TR, as indicated.

	<u>Course</u>	<u>Date of Application Registrar's Office</u>	<u>Dates of Course</u>
	<u>Americans Abroad Orientation</u>		
25X1A	<div style="background-color: black; width: 100px; height: 1.2em; margin-bottom: 0.5em;"></div> 0900 - 1200 hours Daily Room 2925 Quarters Eye  (Special Session - Dependents Saturday, 17 January 1959 0830 - 1700 hours Room 2925 Quarters Eye)	29 Dec	12 Jan 59 - 16 Jan 59
25X1A	<div style="background-color: black; width: 100px; height: 1.2em; margin-bottom: 0.5em;"></div> 0900 - 1630 hours Room 2925 Quarters Eye	25 Nov	9 Dec 58 & 11 Dec 58
	<u>Regional Survey</u>		
	East Asia 1400 - 1630 hours Mon, Wed, and Fri. Room 2132 "I" Building	Immediately	3 Nov 58 - 28 Jan 59
	Soviet Bloc 0900 - 1200 hours Mon, Wed, and Fri. Room 2132 "I" Building	(Canceled)	3 Nov 58 - 20 Jan 59

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Seminar on Current Problems of Free Europe

February and March 1959

The first OTR seminar in the field of European affairs, scheduled in February, will provide a unique opportunity for its members to explore European problems of critical interest. It will be open to a maximum of twelve Agency employees in Grade GS-14 and above, who, under the guidance of nationally known experts, will have an opportunity to sharpen or freshen their views by sharing a broad range of ideas.

Seminar sessions will be conducted in a conference room from 1200 to 1430 hours on each of six days: 19 February, 5, 6, 12, 26, and 27 March 1959. A luncheon interval will be included in the two and one-half hours during which there will be informal discussions on subjects of the seminar. The schedule has been planned so as to require only brief absences from one's desk. [REDACTED] the Chief Instructor, will be assisted by Mr. F. [REDACTED]

In two cycles of three sessions each, two broad areas of interest will be considered in turn. For example:

- (a) the impact of nuclear weapons developments on Free European public opinion and government policies;
- (b) considerations of national differences in living and working with Europeans;
- (c) strengths and vulnerabilities of the Communist parties; or
- (d) the political, economic, and strategic implications of Free Europe's steps toward unification.

At the first session on each of the areas of interest selected, the instructors will conduct a survey of some of the specific problems involved. This will take place in informal discussion among seminar members, and will be followed by guidance on readings to meet general and pin-pointed needs. It is planned that the class then will divide into teams, each of which, during the succeeding two weeks, will brief itself on specific problems which it will select within the general area of interest. For example, such problem topics might include:

- (a) West German attitudes toward basing nuclear weapons on German soil;
- (b) Continued effectiveness of NATO's strategy in view of the doubts of some Europeans that limited Soviet aggression in Europe with conventional arms would or should be countered with nuclear weapons;

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- (c) Most desirable, long-term means of overcoming the Italian Communists' mass appeal; or
- (d) Relative strengths of various types of motivations of French and Italian intellectuals recruited for political action, as revealed by case studies.

At the second session of each cycle, a guest specialist will make a comprehensive presentation of views on a selected number of the problems surveyed at the initial session. The entire class will share in discussion on points included in, or related to, this presentation. On the following day, the tables will be turned as the two seminar teams initiate discussions and invite questions from the guest specialist and from the rest of the group.

This seminar is intended particularly for those employees who have been prevented by pressure of work, from participating in other forms of training. Employees throughout the Agency are invited to apply for enrollment through their Training Officers. In general, a minimum of three years of job-experience, concentrated on European affairs, will be required. Interviews concerning enrollment should be arranged by Training Officers before the close of registration on 8 December. For applications or for further information, please call extension 4437.

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Jottings--and Joggings

A courageous executive asked his secretary to write her views on how he could become a better manager. The secretary talked with her office "sorors" because she wanted her comments to be useful - "generalizations which would apply to a good cross-section of businessmen" rather than comments which were the "usual gripe about starting dictation after 4:30, giving unclear instructions, and...saying good morning."

From the original article, A Secretary Talks Back, which appeared in the February 1958 issue of the Harvard Business School Bulletin, we have selected some views, to quote:

CPYRGHT

...A good many men seem to have missed the idea that they can improve their performance if they really think through how their secretaries can help them.

...It is virtually impossible to do a top-notch job unless you are kept informed of what the boss is doing and just what his duties are. Though this "member of the team" stuff has been worked to death, a knowledge of the problems the boss is tackling helps greatly to stimulate the secretary's interest. If she just sees fragments and corners, it can be highly frustrating and confusing. You remember the famous story about the elephant: Six blind Hindus, according to the story, tried to describe an elephant. Each took hold of a different part of the animal - tusk, ear, trunk, side, leg, tail. Each then described the elephant in a different way - as a spear, fan, snake, wall, tree, rope.

It is to the executive's benefit for his secretary to be aware of the big picture. He can then entrust her with increasing responsibility with the assurance that she knows what it is all about. Furthermore, a girl who instinctively knows what projects are important so they can be dispatched with speed and intelligence can be of real help. Finally, anyone who works as closely as does a secretary likes to feel that she is important enough to know what's in the wind....

And then there's responsibility. Some executives jealously guard their areas of authority, failing to realize that the more they can satisfactorily delegate to their secretary, the more interest she will take in her job, and more time and energy he will have to devote to the activities that demand his special talents. He must size up her abilities to do this, but it often does not hurt to give her even a little more than you are certain she can handle. She may surprise you in either direction, but how wonderful if she fills the bill beyond your expectations!

Many of the girls had very definite feelings about organization and use of time. They wished that the boss would start his day by thinking

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out as completely as he could exactly what he was going to do. He might then read his mail and arrange it in order of importance, shaping up the reply to each letter as he looks at it. Then enter the secretaries. Too often an executive calls his girl into his office without the foggiest idea of how he wants to say what he has on his mind. So the organization takes place during dictation, an often slow and repetitious task with much reading back and changes. How much it would help if a man simply sat quietly in his chair for five minutes before starting, and mentally sketched out his wording....

Loyalty in the office is another very important matter, and on a two-way line. Any good secretary knows that one of her virtues is an ability to keep her mouth shut whenever she has even the slightest doubt that what she may say might embarrass or otherwise trip up her boss. This assumes that he is scrupulous in his dealings, but she can always bail out if he is not. Most of the girls felt that their bosses were, in general, standing behind them, but said that some were likely to let their own errors be shouldered by their secretaries. It never stops being important to admit your own mistakes....

This sort of business may seem petty or insignificant. Actually, I think it is quite important because it reflects the manager's attitude toward his secretary and her job. For some reason, an executive who may be extremely aware of the dignity of other people in an enterprise, and the independent significance of their jobs, may look on his secretary as a sort of chattel. I don't mean that he isn't perfectly pleasant and kind to her - it is just that he seems to see her as a very close personal assistant whose job has no integrity of its own but is exclusively what he wants to make it. She becomes just a mirror of his wants and needs instead of a person in her own right, filling a specific kind of responsibility in the company....

Any boss who considers his secretary just this mirror is wasting a great resource. She can make a far greater contribution both to the organization as a whole and to the executive in particular, if her job is clearly defined and important in its own right, rather than just a back-slapping operation for the old man....Not only would that make our lives pleasanter and more rewarding; it would step up the efficiency and productivity of everyone in the office.

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# External Training

## JOHNS HOPKINS UNIVERSITY

### Conferences for Corporation Executives

Each year the School of Advanced International Studies of Johns Hopkins University and its affiliated Foreign Service Educational Foundation present a series of meetings designed specifically to meet the requirements of executives who have international interests. The series is intended to encourage mutual understanding among business executives, labor leaders, and Government officials on matters affecting American business operations abroad.

The second conference of this year's series will be held on 2 December - 3 December 1958 in the Hotel Statler, Washington, D. C. The topic to be discussed is The Challenge of Soviet Economic Expansion.

Attendance is limited but a small quota has been obtained for Agency personnel who may attend on a non-participating basis as guests of the President of the Foreign Service Educational Foundation.

Anyone who is interested in attending this conference should make arrangements through his Training Officer. Applications for registration should be forwarded to the Registrar/TR, at least two weeks before the date of the conference. Applicants will be notified of acceptance.

## AMERICAN MANAGEMENT ASSOCIATION

AMA has scheduled four personnel seminars for 10 November - 12 November 1958 at the Hotel Astor, New York City. They are:

Techniques of Conference Leadership  
How to Handle Personnel Problems of Benefit Plans  
The Personnel Department's Role in Cost Reduction  
Workshop on Psychological Tests

A fifth personnel seminar will be held on 20 November - 21 November in the same hotel. It will consider Selection and Orientation of Supervisory Personnel.

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AMERICAN MANAGEMENT ASSOCIATION (contd)

Linear Programming

The Finance Division of the American Management Association has scheduled a seminar on Linear Programming to meet on 19 November - 21 November 1958 in the Hotel Astor, New York City. This seminar will present a basic background in the philosophy of Operations Research as applied to both linear and non-linear problems. The seminar outline includes:

- Introduction to Operations Research
- Linear Programming: Assumptions, Limitations
  - Application to Production Control and
  - Broader Management Problems
- Transportation and Assignment Methods
- Simplex Method: An Example of Multi Input-output Problems
- Formulation of Linear Programming Problems
- Setting Up a Computer for Linear Programming
- Graphical Solution of Linear Programming Problems
- Linear Programming Jargon
- Case Studies: Specific Applications of Linear Programming in Solving Various Types of Operating Problems

How to Write Shorter and Better Financial Reports

The orientation seminar on How to Write Shorter and Better Financial Reports will be held in the Hotel Astor, New York City, from 3 December - 5 December 1958 and from 7 January - 9 January 1959.

The seminar is designed for comptrollers, accountants, auditors, credit executives, financial analysts, and others who must use words to complement figures. The leaders are Robert S. Burger, Research Editor of the Amos Tuck School of Business Administration, Dartmouth College, and Kenneth Haemer of the Statistical Division of American Telephone & Telegraph Co.

During the first three days of the meeting, the leaders will discuss the basic skill, analyze examples of how not to write, answer questions about individual's own reporting problems. For the second three days, participants will bring examples of their writing style which will be critiqued, analyzed and rewritten. Under the guidance of Mr. Burger and Mr. Haemer, participants will develop skill in achieving logic, conciseness, readability, and organization in writing.

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### CATALOGS OF CORRESPONDENCE COURSES

The Information Branch of OTR's Registrar Staff has catalogs on correspondence courses to which employees may refer. They are available in Room 2611 Quarters Eye. Catalogs, by title, are:

Guide to Correspondence Study listing college, elementary and high school courses available through the fifty-four regionally accredited colleges and universities that are members of the National University Extension Association.

Correspondence Courses Offered by Colleges and Universities Through the United States Armed Forces Institute. Although these colleges and universities are those participating in the USAFI program, the high school and college courses are open to all individuals who meet college enrollment requirements

Correspondence Study Courses 1958-1959, University Extension Division, The University of Wisconsin. University credit courses, high school courses, and special adult courses in business, technical, professional, vocational and cultural fields are offered.

International Correspondence Schools (ICS) Catalog of Courses.

Home Study Blue Book and Directory of Accredited Private Home Study Schools and Courses, published by the National Home Study Council; has revised list of Accredited Home Study Schools, as of 1 Sept. 1958.

International Accountants Society, Inc., accredited by the National Home Study Group. IAS Diploma Course in Accounting and Allied Management Subjects is included.

Capitol Radio Engineering Institute (CREI), Home Study Group Training Plans in Radio, Electronics, and Television.

RCA Institutes, Home Study Courses in Radio-TV Electronics, Television Servicing and Color Television.

The Economics of National Security, A correspondence course offered by The Industrial College of the Armed Forces, Washington, D. C.

Extension Course Institute, USAF, Air University. A catalog of United States Air Force Correspondence Courses for 1957-1958.

U. S. Army Signal School Extension Courses, 1958-1959.

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# Registrar's Reminders

Information on content of courses can be obtained from Training Officers, the Information Branch/R/TR, and from the OTR Catalog. Approval and sponsorship of a supervisor are necessary to register in a course. Applications should be submitted through Training Officers to Registrar/TR, by the close of business of the date indicated.

	<u>Course</u>	<u>Date of Application Registrar's Office</u>	<u>Dates of Course</u>
25X1A6a	* Administrative Procedures 136, [REDACTED]	3 Nov (Ph I) (Ph II)	12 Nov - 26 Nov 1 Dec - 5 Dec
25X1A6a	Budget and Finance Procedures 149, [REDACTED]	3 Nov	10 Nov - 21 Nov
	Clerical Refresher Program Hours arranged after completion of pre-test 508, 1016 16th St.	17 Nov	24 Nov - 19 Dec
Pre-testing for the Clerical Refresher Program is scheduled in Room 508, 1016 16th Street as follows:			
20 November			
	Typing	0900 - 1000	
	Shorthand	0930 - 1100	
	English Usage	1100 - 1200	
	* Communist Party Organization and Operations Daily 0830 - 1700 hours 2202 Alcott	1 Dec	8 Dec - 19 Dec
	Conference Techniques Monday and Wednesday 0930 - 1130 hours 2025 R & S	19 Jan	26 Jan - 6 Mar
	Dependents' Briefing 117 Central	(Consult Training Officer)	4 Nov - 5 Nov

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<u>Course</u>	<u>Date of Application Registrar's Office</u>	<u>Dates of Course</u>
Effective Speaking Mon. & Wed. 0930 - 1130 hours 2025 R & S	24 Nov	1 Dec - 23 Jan
Effective Writing Tues. & Thurs. 0930 - 1130 hours 2025 R & S	26 Jan	3 Feb - 5 Mar
Instructional Techniques	---	17 Nov - 21 Nov (Canceled)
Intelligence Orientation DDI, DDS (Limited to 40 students) 2241 R & S	10 Nov	17 Nov - 12 Dec
Intelligence Research - Maps Mon. Wed. Fri. 0900 - 1200 hours 2029 R & S	Immediately	3 Nov - 21 Nov
25X1A6a Management - Basic GS 13-15 Daily 0830 - 1230 hours 155, [REDACTED]	24 Nov	1 Dec - 12 Dec
25X1A6a * Operations Support 136, [REDACTED]	5 Jan	12 Jan - 13 Feb
25X1A6a Supervision - Basic GS 12-14 Daily 0830 - 1230 hours 155, [REDACTED]	Immediately	27 Oct - 7 Nov
25X1A6a Supervision - Introduction to GS 5-7 Daily 0830 - 1230 hours 155, [REDACTED]	10 Nov	17 Nov - 21 Nov
Writing Workshop 0900 - 1200 hours 1st Wk: Mon. Tues. Thurs. Last 3 Wks: Tues. Thurs. 2027 R & S	Immediately	3 Nov - 28 Nov

\* Please indicate phase in which employee is to be enrolled

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CIA INTERNAL USE ONLY"0" Courses

Titles are identified in the CS edition (TR CC 100-1) of the OTR Catalog, January 1957.

<u>Course</u>	<u>Date of Application Registrar's Office</u>	<u>Dates of Course</u>
0-2	Immediately	3 Nov - 12 Dec
0-4	5 Jan	12 Jan - 30 Jan
0-6	22 Dec	5 Jan - 30 Jan
0-8	24 Nov	1 Dec - 12 Dec
0-10	22 Dec	5 Jan - 16 Jan
0-12 (T-22)	10 Nov	24 Nov - 19 Dec
0-13	24 Nov	1 Dec - 19 Dec
0-15	17 Nov	24 Nov - 12 Dec
0-17	15 Dec	12 Jan - 6 Feb
0-24	10 Nov	24 Nov - 19 Dec
0-25	22 Dec	5 Jan - 23 Jan
0-27	26 Jan	2 Feb - 13 Feb
0-28	10 Nov	17 Nov - 21 Nov
0-29	5 Jan	12 Jan - 30 Jan
0-30	22 Dec	12 Jan - 6 Feb

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# Directories

## OFFICE OF TRAINING

Director of Training	Matthew Baird	3521	11	
Deputy Director of Training		3521	11	
Plans and Policy Staff		3531	17	
Support Staff		3732	8	
Assessment and Eval. Staff		8307	1331A	R & S
Junior Officer Training Program		3514	2518	Qtrs. Eye
Intelligence School		3832	2009	R & S
School of International Communism and the USSR		2428	2204	Alcott
Operations School		3102	201C	
Language and Area School		8015	1928	Qtrs. Eye
Administration - Testing		8441	2129	Eye
Area Training		4437	2129	Eye
Language Training		8318	1925	Qtrs. Eye
Registrar		4005	2623	Qtrs. Eye
Deputy Registrar		4005	2623	Qtrs. Eye
Information		4625	2605	Qtrs. Eye
Processing		3731	2608	Qtrs. Eye
Standards		8237	2620	Qtrs. Eye
Registration		8272	2623	Qtrs. Eye

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## DD/C TRAINING OFFICER

O/DDC

654 202 Admin

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Special Asst. for DD/I

641 347 Admin

O/DDI

703 354 Admin

OCR

2628 350 26th St.

ORR

2413 1003 M  
4533 1007 M

ONE

552 105 Admin

OCI

749 2052 Q  
2650 2052 Q

OSI

8326 1713 Barton

25X1A

OBI

4217 126

OO

795 402 1717 H St.

CONTACT

2265 523 1717 H St.

SOVMAT

2993 410 1717 H St.

STATSPEC

FDD

2926 414 1717 H St.

586 2021

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PIC

8715 619

25X1A

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**DD/S TRAINING OFFICERS**

Special Asst. for DD/S		2228	222	East
Audit		2247	2218	Curie
Commercial		8415	2020	Barton
Communications		2976	2308	Eye
Comptroller		4454	1039	Alcott
Logistics		4134	2049	Qtrs. Eye
Management		4183	565	1717 H St.
Medical		3348	1303	J
Personnel		4353	2602	Curie
Security		8151	1311	Eye

25X1A

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